

**Department of
Developmental Services**



**Proposed
Strategic Plan
2000 - 2005**

Message from the Director:

The State of California has a complex system of services and supports to assist persons with developmental disabilities and their families. While multiple federal, state and local governmental organizations, as well as a large number of private organizations, touch the lives of persons with developmental disabilities, the effectiveness of these efforts can only be determined by a simple measure: are people's lives improved?

As of September 2000 over 164,000 individuals were served through a system of 21 regional centers and five State developmental centers. Total expenditures in FY 2000-01 will be \$2.6 billion. In a state as large and diverse as California, and a service delivery system that assists more individuals than any other state, the challenge of providing effective person-centered services and supports requires the best from many thousands of volunteers and professionals, all of whom share a strong commitment to persons with developmental disabilities and their families.

This Strategic Plan has been formulated to focus the efforts of the Department and the service delivery system to allow for improvements at a time of continued growth and increasing diversity. Approaches are presented to channel our energies and talents to make a positive difference in people's lives through: the provision of needed services and supports; the ongoing evaluation of the impact on individuals and their families; and the transition to a system that increasingly learns how to focus and direct future efforts to better achieve

positive outcomes for the persons served.

There are five goals for the plan. Achieving these goals is key to improving California's service system for persons with developmental disabilities. As best practices and areas needing improvement are identified, specific strategies presented in the plan will be updated. While strategies will change over time, the Strategic Plan's goals themselves and the underlying vision will not change quickly.

The success of any plan depends on the hard work, dedication and collaboration of all who desire to secure a better future for California's citizens with developmental disabilities and their families. This plan provides a framework for moving toward this future and calls upon the creativity, concern, talent and sustained efforts of all.

Cordially,

CLIFF ALLENBY
Director

VISION

Improving People's Lives

MISSION

The Department of Developmental Services will provide leadership and direction to ensure that individuals with developmental disabilities have the opportunity to make choices about their own lives, be safe and healthy, and lead more independent, productive and normal lives as envisioned by the Lanterman Developmental Disabilities Services Act.

October 4, 2000

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CORE VALUES

People are supported in a culturally competent manner

Children live with families

People are healthy and free from harm

People have control over their lives and activities

People live in homes of their own choosing

People are assured of their rights and representation

People have friends and social networks

People have a voice and their voices are heard

People have the ability to get where they want to go

OUTCOME-BASED SYSTEM

Goal 1:

Transition to an outcome-based service system for people with developmental disabilities.

Desired Result:

Desired changes in people's lives consistent with the core values.

Strategies:

- ◆ Establish new service and personnel requirements which will support and implement preferred outcomes.
- ◆ Develop performance measures and data collection systems to assess the degree to which the system makes progress toward achieving desired outcomes.
- ◆ Modify existing rate models to support new service standards and quality expectations.

QUALITY ASSURANCE AND IMPROVEMENT

Goal 2:

Develop systems to ensure that quality services are provided and that individuals are safe and healthy.

Desired Results:

- ◆ Quality services that promote preferred consumer outcomes.
- ◆ Consumers are healthy.
- ◆ Consumers are free from harm.
- ◆ The system supports the ongoing improvement of services.

Strategies:

- ◆ Enhance service quality by developing and implementing a method to achieve Quality Improvement for service providers.
- ◆ Identify, evaluate and promote innovative service delivery models that are demonstrated to be effective in achieving preferred consumer outcomes.

- ◆ **Develop indicators to measure health and safety and devise system improvements as necessary.**
- ◆ **Improve the quality of medical, dental and mental health services for persons with developmental disabilities through a comprehensive wellness initiative which includes ongoing health professional training and technical assistance.**
- ◆ **Identify and promote best practices and ongoing improvement by sponsoring and supporting “best practices” conferences and training to enhance the knowledge and competency of service providers.**
- ◆ **Identify and promote service delivery approaches that enable direct service professionals to obtain competencies to deliver high-quality services.**

SYSTEM CAPACITY

Goal 3:

Expand the availability and types of services to meet current and future needs of individuals and their families.

Desired Result:

A comprehensive array of services to meet the needs of individuals and their families throughout the state.



Strategies:

- ◆ Evaluate a range of alternative community based models, including state-involved and/or state-operated services, to serve individuals currently residing in developmental centers.
- ◆ Enhance people's opportunity to be integrated into their local communities through development of needed resources.
- ◆ Expand the availability of individualized services and supports.

- ◆ **Improve consumers' access to medical , dental and mental heal th services.**
- ◆ **Promote avail abil ity of affordable housing for persons with devel opmental disabil ities in conjunction with state, local and other housing authorities.**
- ◆ **Devel op and implement service model s for difficul t-to-serve popul ations.**



Devel op initiatives that wil l promote chil dren living with famil ies.

ACCOUNTABILITY

Goal 4:

Ensure that all parts of the service system for people with developmental disabilities comply with applicable federal and state laws, regulations and contracts.

Desired Results:

- ◆ The Department, regional centers, service providers and developmental centers comply with applicable state and federal laws, regulations and contracts.
- ◆ Public funds are expended cost effectively and appropriately by all elements of the service delivery system.

Strategies:

- ◆ Devise and implement the following for regional centers, developmental centers and service providers of all kinds:
 - S Monitoring systems to assess compliance with federal and state laws, regulations and contract provisions.

- S Technical assistance or training procedures to help promote compliance as part of an overall plan of action for entities that are found out of compliance.**
- S Systematic procedures to follow-up after a monitoring visit to ensure that the entity has improved its compliance.**

INFORMATION AND TECHNOLOGY

Goal 5:

Facilitate deployment of assistive and information technology to improve services and the lives of persons with developmental disabilities.



Desired Result:

The Department, service system, researchers, persons with developmental disabilities and their families make effective use of information and technology.

Strategies:

- ◆ Provide accessible, accurate, timely and meaningful information via the Internet and traditional means of communication.
- ◆ Facilitate the implementation of assistive technology to lessen the impact of a person's disability.
- ◆ Utilize appropriate technologies to initiate and improve the provision of effective person-centered services.

ENVIRONMENTAL/EXTERNAL ASSESSMENT

A number of external factors and events create a context for, and have been considered by, the Department in this Strategic Plan. The following are some of these key external forces:

- ♦ **Olmstead Decision:** The June 1999 decision by the U.S. Supreme Court in *Olmstead v. L.C.* has implications for congregate care settings in California, as well as elsewhere in the country. The Olmstead decision does not mandate that people no longer live in large institutional settings. However, the Olmstead decision does say that the State must provide community-based services for an individual if treatment professionals believe such services are appropriate, the individual does not oppose the move, and the move can be reasonably accommodated, given the resources of the State.

- ♦ **Richard S. Decision:** Resolution of the Richard S. lawsuit in California included a permanent injunction and settlement agreement. The Department is permanently enjoined from implementing or continuing its policy of not moving an adult resident to the community from a developmental center solely because of family or conservator objection when such placement is otherwise appropriate. While the views of such persons may be considered, the Department must exercise its discretion and professional judgment in the placement process. The settlement agreement requires the Department to make changes to the interdisciplinary team process to ensure that individuals who object to movement to the community for a specific individual have an opportunity to present that written objection to the state court that has jurisdiction over the resident, if any.

- ◆ **I**ncreased Federal Presence: Federal funds now constitute a significant percentage of the Department's budget. Along with this increased contribution of funds, the federal government, primarily the Health Care Financing Administration (HCFA), has assumed an increasing role in monitoring and influencing the developmental disabilities service system in California. Due to the size and complexity of the service delivery system and the size and configuration of the developmental centers, it is extremely difficult for California to comply with recent interpretations of federal standards in a timely manner. This led to the loss of federal reimbursements for the DC and home and community based waiver programs. Recent indications are that HCFA will continue to place strong emphasis upon compliance as a condition to restoring funding. The adjustments can be significant and cannot be accomplished as quickly as needed. We must look for new methods to meet standards and ensure quality.

- ◆ **P**opulation Diversity: California has one of the most diverse populations in the country. This multi-cultural diversity is reflected in the population of persons with developmental disabilities. The Department must take action to ensure that services are provided in a culturally competent manner and that choices in services are available to meet the needs and preferences of such a diverse population.
- ◆ **F**ocus on Outcomes: Across the nation there has been a change in the philosophy of services. One major change is a focus on the "outcomes" of services rather than only upon compliance of service providers with various regulations or other "process" requirements. This means it is important to determine outcomes that consumers and their families value most, to assess how well services are assisting to achieve those outcomes, and to make appropriate modifications to the existing service delivery and data systems.

- ◆ **Condition of the Developmental Centers:** A study completed in the Fall of 1998 projected a cost of \$600 million to \$1.5 billion to bring the five developmental centers up to current code specifications and meet programmatic space standards. The youngest of these facilities is over 50 years old. Even if brought up to code, there will be significant ongoing costs to maintain the physical plants of these old facilities.
- ◆ **Self-Determination:** Another major philosophic shift has been toward consumer self-determination. This means individuals have control over resources they need to obtain services, and they select services they find most appropriate. An extension of the person-centered planning idea, this philosophy may have major ramifications for how services and supports are provided in California in the future.

- ♦ **S**ervices and Supports: Another significant change has been a focus on providing consumers with the services and supports that they need and prefer. This requires the Department and the service delivery system to design and provide services that underscore the individual's role in making decisions about his or her own life.
- ♦ **A**ccountability: Because of limited resources and competing priorities for funding, there has been increasing demand for service provider accountability. The Department has an obligation to design systems to assess and maintain that accountability. Of most importance here, the Department has chosen to focus on accountability systems that will ensure compliance with applicable state and federal requirements and ongoing enhancements in quality and improvements in consumers' lives.

- ◆ **C**ompl exity: The system of services and supports for people with developmental disabilities in California has become increasingly complex. The system now serves about 164,000 people who receive a wide range of services. Thousands of different vendors provide these services, some non-profit, some profit-making. Requirements for various kinds of service providers have increased or changed in recent years with changes in federal or state law.
- ◆ **W**orkforce and Qual ity: The Department is committed to ensuring that service providers have the resources, skills and ability to achieve desired consumer outcomes and provide quality services.

- ◆ **Age of Technology and electronic Government:**
Another major factor that must be taken into consideration is the impact of computer technology and the Internet. As a result of these technological innovations, massive changes have occurred in the way governments are able to do business. Wherever possible, the Department will make use of these technological changes to improve communication, efficiency and accountability throughout the service system.